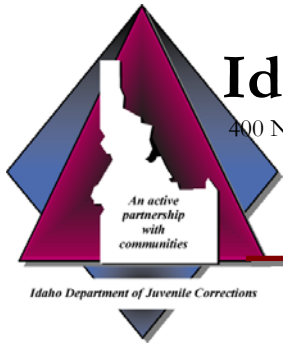




Idaho Department of Juvenile Corrections

Strategic Plan

2009-2013



Idaho Department of Juvenile Corrections

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C.L. "BUTCH" OTTER
Governor

LARRY CALLICUTT
Director



Message from the Director

Through our Meaningful and Measurable Objectives initiative, we have targeted families as a critical resource. Scientific evidence shows family-driven plans are more comprehensive and more likely to be implemented than staff-driven plans, and evidenced-based models have shown dramatically lowered recidivism and future incarceration of treated youth in repeated trials.

Juvenile justice has become a primary referral for youths with substance abuse and mental health disorders, and at times, child protection cases are often terminated due to adolescents who get arrested or adjudicated delinquent, and a share of public school students are referred to juvenile justice under zero tolerance policies while having educational disabilities.

To establish and maintain an effective and efficient juvenile justice system in Idaho, systemic needs must be identified. At some point, nothing less should be acceptable than a system that includes a full array of services along a continuum of care that involves key stakeholders and addresses children and families in all of Idaho's communities.

This strategic plan takes into account the value of families, schools, and community stakeholders in the success of our juvenile justice system. I look forward to our continued partnership to prevent and reduce juvenile crime.

Sincerely,

Larry W. Callicutt
Director

An active partnership with communities

Idaho Department of Juvenile Corrections

Strategic Plan

Mission

Prevent and reduce juvenile crime in partnership with communities.

Vision

The Idaho Department of Juvenile Corrections' vision is a safer Idaho where state, community and family partnerships are creating change by providing balanced systems of prevention, intervention and advocacy through effective management of juvenile offenders.

Values

Balanced and Restorative Justice

Help juveniles become responsible citizens by developing life skills and holding them accountable for restoring their victims and communities while ensuring public safety.

Responsible Partners

We acknowledge our vital role in communities, and we seek to understand and promote a unified relationship among all parties to prevent or stop juveniles from breaking the law.

Communication

We are committed to the practice of full-circle communication in all of our activities.

Teamwork

We recognize that the power of our combined effort exceeds what we can accomplish individually.

Respect

We treat those we serve and one another with respect, and in so doing, demonstrate honesty, integrity, trust, and ethical behaviors.

Excellence and Quality

We are committed to deliver excellence and quality in every aspect of our work by establishing goals and monitoring outcomes, and holding ourselves accountable.

Resource Optimization

We value new ideas and plans which are results-oriented, and we are dedicated to providing training which will develop leaders and maintain a qualified, competent staff.

Cultural Competency

We are committed to becoming more aware of and more understanding of the cultural values of the juveniles, families and other staff with whom we work; in doing so, our aim is to integrate these cultural values and differences in such a manner that we work together to become more effective in our mission.

Authority Statement

The Juvenile Corrections Act was created in 1995 in Title 20 Chapter 5 of the Idaho Code; establishing the Idaho Department of Juvenile Corrections. The intent of this legislation was to base the juvenile corrections system on accountability, community protection and competency development. The model, Balanced and Restorative Justice, focuses on the extent to which harm is repaired, stakeholders are directly involved in decision-making, and communities increase their capacity to respond to crime and conflict.

Community Protection: The citizens of the state of Idaho have a right to be and feel safe from juvenile crime. Although community protection can be enhanced through committing a juvenile to state custody and a reduction in recidivism is a necessary element of success, these provide only a portion of the picture. Community safety will not occur until juvenile offenders acquire skills that help them understand why they must be held accountable for their actions, address the issues that got them into trouble, and increase their competencies to succeed when they return to their communities. These are important considerations for IDJC institutions and contract providers. True community protection comes when the juvenile justice system is woven into the fabric of the community through informal systems of social control in setting clear expectations for and monitoring the behavior of children and youth. IDJC's Community Operations and Programs Services Division help mobilize communities to solve community problems. This includes active engagement and participation, cooperation and collaboration with other systems, including families, the faith communities, and local, county, state and federal agencies. 86% of juveniles in IDJC custody return to their families, working with those families will reduce our recidivism numbers and increase the juvenile's success in reintegration.

Accountability: The juvenile justice system has a two-fold responsibility with respect to juvenile offender accountability. First, juvenile offenders must meet their obligations and second, crime victim's rights must be honored and protected. IDJC is developing victim panels in its institutions, juvenile offenders are writing apology letters and restitution payments while juveniles are in IDJC custody are being researched. All three institutions require the juvenile offenders to perform community service. In order for community service to be considered an effective approach to juvenile crime it should meet community and human needs. Examples include delivering food to the elderly twice a month, working with Fish and Game and the Forest Service.

Competency Development: Competency development is the process where a juvenile offender gains the knowledge and skills necessary to become a productive and law abiding citizen who is a connected member of their community. The skills needed include pro-social, moral reasoning, academic, workforce, and independent living. On average, 40 to 60 percent of our population has Individualized Education Plans (IEPs) for special education. IDJC will continue to enhance education and workforce training opportunities for juvenile offenders. Workforce and training opportunities have also been increased for IDJC staff to improve retention rates and professionalism.

Institutions

Goal 1: Increase Community Protection through Program Effectiveness and Standards of Care

Objective 1: Maximize the use of evidence-based programming in all institutions and contract providers.

Objective 2: Target average length of stay to best practice numbers.

Objective 3: Increase number of program completions – residential, transitional, independent living.

Objective 4: Increase family participation and contact.

Objective 5: Decrease number of escapes from IDJC institutions and contract providers.

Performance Indicators:

Number of Escapes

Recommitments to IDJC.

Recidivism rate.

Average length of stay

Benchmark:

IDJC's recidivism rates.

Goal 2: Hold Juvenile Offenders Accountable

Objective 1: Increase the number of victim panels in all three Institutions.

Objective 2: Increase number of apology letters.

Objective 3: Juvenile offenders committed to IDJC will develop an empathic understanding of the effect crime has on victims.

Objective 4: Increase number of community service hours completed by juveniles in IDJC custody.

Performance Indicator:

Number of Community Service hours completed by juvenile offenders in IDJC Custody.

Benchmark: Number of Community Service Hours

Goal 3: Increase the Number of Skilled Youth Reintegrating Back to Communities Ready to Receive Them.

Objective 1: Increased number of school completions – GEDs, HSE, High School Diplomas.

Objective 2: Increase the number of vocational referrals.

Objective 3: Increased enrollment in school upon reintegration to the community.

Objective 4: Increased employment upon reintegration to the community.

Objective 5: Bring juvenile offenders to age appropriate grade level.

Performance Indicator:

Percent of individual student ISAT scores that improve while juvenile is in custody.

Community Operations and Program Services Division

Goal 4: Develop a Well Structured System that Addresses Both the Needs of Juvenile Offenders and Their Families and the Safety of Communities

Objective 1: Increase the number of evidence-based intervention programs throughout the continuum of care.

Performance Indicator:

Number and percent of programs using evidence based models.

Objective 2: Increase partnership and collaboration with stakeholders through communication and dissemination of pertinent information.

Performance Indicator:

Statewide Satisfaction Survey disseminated to key stakeholders identified by IDJC.

Benchmark: Increase best practice programs by 5% per year.

Administration

Goal 5: Strengthen and Support all Resources within IDJC

Objective 1: Increase leadership capabilities among all IDJC employees.

Objective 2: Track turnover rate within IDJC.

Objective 3: Provide POST Training to IDJC staff that has direct contact with juveniles in the IDJC facilities.

Performance Indicator:

Hours of professional training provided to staff.

Benchmark: Increase retention by 1% each year through 2012.

Timelines and Strategies

Institutions

GOAL 1: Increase Community Protection through Program Effectiveness and Standards of Care

| Objective | Strategies | Lead | Completed |
|---|---|---|-------------------------------|
| 1: Maximize the use of evidence-based programming in all institutions and contract providers. | A: Juvenile offenders in IDJC custody will receive cognitive restructuring programming. B: Juvenile offenders in IDJC custody will receive social skills training. | Superintendents | Ongoing |
| 2: Target average length of stay to best practice numbers. | A: Continue work with judiciary on treatment resistant offenders. B: Validate ICLA and PAR tools. | IDJC Leadership Team | July 2009 |
| 3: Increase number of program completions – residential, transitional, independent living. | A: Performance-based Standards data will be collected in all three institutions. B: Quality Improvement will conduct reviews of all programs holding juveniles committed to IDJC custody. | IDJC Leadership Team Quality Improvement staff | Ongoing |
| 4: Increase family participation and contact. | A: Be flexible in planning meetings and events to accommodate family schedules and obligations to cause as little disruption to routines as possible. B: Increase number of staff visits and coordinated services to family's home prior to release from custody. C: Include parents in discussions and decisions about their child including increased visits of parents with their child while in custody. D: JSCs and Group Leaders report family participation on a quarterly basis. | Clinical Services | Ongoing Reported quarterly |
| 5: Decrease number of escapes from IDJC institutions and contract providers. | A: Quality Improvement will conduct reviews of all programs holding juveniles committed to IDJC custody. B: IDJC Clinical will place juvenile offenders in appropriate levels. | IDJC Leadership Team Clinical Services | Ongoing |

Performance Indicators:

Number of Escapes

Recommitments to IDJC.

Recidivism rate.

Average length of stay.

Benchmark: IDJC's recidivism rate

Goal 2: Hold Juvenile Offenders Accountable

| Objective | Strategies | Lead | Completed |
|--|--|-----------------|-----------|
| 1: Increase the number of victim panels in all three institutions. | A: Work with community members to be panel volunteers. B: Research effective panels in other states and | Superintendents | July 2009 |

| | | | |
|--|---|--|--------------------------|
| | counties. C: Develop victim panels in all three Institutions. | | |
| 2: Increase number of apology letters. | Continue with curriculum that includes apology letters. | Superintendents | Ongoing |
| 3: Juvenile offenders committed to IDJC will develop an empathic understanding of the effect crime has on victims. | A: Continue with curriculum that includes victim journals. B: Research and implement pre/post assessment measuring levels of empathy. | Superintendents Clinical Services | Ongoing July 2010 |
| 4: Increase number of community service hours completed by juveniles in IDJC custody. | A: Work with state and federal agencies to develop meaningful community service. B: Work with private agencies and businesses to develop meaningful community service. | Superintendents | Ongoing |

Performance Indicator:

Number of Community Service hours completed by juvenile offenders in IDJC Custody.

Benchmark: Number of community service hours.

Goal 3: Increase the Number of Skilled Youth Reintegrating Back to Communities Ready to Receive Them

| Objective | Strategies | Lead | Completed |
|--|---|---|------------------------------------|
| 1: Increased number of school completions – GEDs, HSE, High School Diplomas. | A: Education staff will maintain proficiencies to provide appropriate education for juvenile offenders. B: Contract providers will provide appropriate education for juvenile offenders. C: IDJC will work with State Department of Education to assure all juveniles are provided an appropriate education. | Education Administrator Contracts Workgroup Quality Improvement | Status report July 2009 Ongoing |
| 2: Increase the number of vocational referrals | A: IDJC will continue vocational education programs in all three institutions. B: IDJC will continue to work with State Department of Education to develop appropriate professional technical education in all three institutions. | IDJC Leadership Team Education Administrator | Status report July 2009 Ongoing |
| 3: Increased enrollment in school upon reintegration to the community. | Education staff will work with local school districts to assist transition plans. | Education Administrator | Ongoing |
| 4: Increased employment upon reintegration to the community. | A: Clinical services will work with counties, vocational rehabilitation, and Department of Labor to develop reintegration plans that include employability skills and employment. B: District Liaisons and Religious Activities Coordinator will locate employers that will be willing to work with juveniles reintegrating. | Clinical Services COPS Division | Status Report July 2009 |
| 5: Bring juvenile offenders to age appropriate grade level. | A: Continued work with state and education staff to measure percent of youth with improved math, science, language arts and reading scores. | Education Administrator | Status Report July 2009 |

| | | | |
|--|---|--|--|
| | B: Education Staff will continue ISAT testing at facilities to assess educational progress. | | |
|--|---|--|--|

Performance Indicator:

Percent of individual student ISAT scores that improve while juvenile is in custody.

Community Operations and Program Services Division

Goal 4: Develop a Well Structured System that Addresses both the Needs of Juvenile Offenders and their Families and the Safety of the Community.

| Objective | Strategies | Lead | Completed |
|---|--|---------------|--------------------------|
| 1: Increase the number of evidence-based intervention programs throughout the continuum of care. | <p>A: Each of the seven District Councils defines needs that will assist local units of government in providing accountability based sanctions.</p> <p>B: Juvenile Justice Commission and Grants staff will work with counties and tribes to provide technical assistance on Federal and State funds available.</p> <p>C: Juvenile Justice Commission, Grants Staff and District Liaisons will work with key stakeholders to provide training and technical assistance on evidence based programs.</p> <p>D: Review community based juvenile justice programs for compliance with standards.</p> <p>E: Review institutional programs for compliance with standards.</p> <p>F: Review detention facilities for compliance with standards.</p> <p>G: Review contract provider programs for compliance with standards.</p> <p>H: Establish connection between policy decisions and compliance standards.</p> <p>I: Train additional individuals in effective intervention evaluation.</p> | COPS Division | Status Reports Quarterly |
| 2: Increase partnership and collaboration with stakeholders through communication and dissemination of pertinent information. | <p>A: Provide legislative updates and annual reports to illustrate accomplishments made toward the Department's Meaningful and Measurable Objectives.</p> <p>B: Communication and usage of Juvenile Correction Act and Tobacco funding to be distributed annually to county partners.</p> <p>C: Coordinate significant juvenile justice issues with statewide implications, i.e. 20-511A, and 20-520(i), GAIN Assessment, Meaningful and Measurable Objectives Meetings.</p> <p>D: Work with counties/stakeholders to decrease the number of commitments to IDJC where appropriate, while addressing the principles of Balanced and Restorative Justice.</p> | COPS Division | Status Reports Quarterly |

Performance Indicators:

Number and percent of programs using evidence based models.

Statewide Satisfaction Survey disseminated to key stakeholders identified by IDJC.

Benchmark: The number best practice programs increased by 5% per year.

Administration

Goal 5: Strengthen and support all Resources within IDJC.

| Objective | Strategies | Lead | Completed |
|---|--|-------------------------------------|--------------------------|
| 1: Increase leadership capabilities among all IDJC employees. | A: IDJC Leadership Team will enlist all staff in mission and vision of IDJC. B: IDJC Leadership Team will recognize contributions of all employees. C: IDJC Leadership Team and staff will continue to foster collaboration by promoting cooperative goals and building trust among divisions. | IDJC Leadership Team | Status Reports Quarterly |
| 2: Increase Retention within IDJC. | A: Human Resources will provide training and support to all IDJC staff. B: Human Resources will identify and implement succession planning. C: Human Resources will define turnover rate variables. D: Human Resources will develop a staff wellness plan that will monitor absenteeism and injuries at work. | Human Resources | Status Reports Quarterly |
| 3: Provide POST Training to IDJC staff that has direct contact with juveniles in the IDJC facilities. | A: Develop POST curriculum that meets the needs of IDJC Staff. B: Increase the fidelity of residential treatment programs through the certification of direct care personnel. C: Measure effectiveness of focused training efforts for direct Care staff through Performance-based Standards and Correctional Program Checklist processes at all state institutions. | Human Resources Quality Improvement | Status Reports Quarterly |

Performance Indicator:

Hours of professional training provided to staff.

Benchmark: Increase retention by 1% each year through 2012.